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BUSINESS ADMINISTRATION CLASSICS

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工商管理经典教材·核心课系列

人力资源管理

Human Resource Management

（英文版·第12版）

(Twelfth Edition)

[美] 加里·德斯勒 （Gary Dessler） 著

中国人民大学出版社

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总　序

随着我国加入WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模和影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳－希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点：

● 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明
中国人民大学商学院

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Preface

Human Resource Management provides students in human resource management courses and practicing managers with a complete, comprehensive review of essential personnel management concepts and techniques in a highly readable and understandable form. As this new edition goes to press, I feel even more strongly than I did when I wrote the first that all managers—not just HR managers—need a strong foundation in HR/personnel management concepts and techniques to do their jobs. Because all managers do have personnel-related responsibilities, I again wrote *Human Resource Management,* 12th Edition, for all students of management, not just those who will someday carry the title Human Resource Manager. This edition thus continues to focus on the practical applications that all managers need to manage their HR-related responsibilities. If you used the previous, 11th edition, you should be able to roll over to the 12th more or less seamlessly; the book's chapter outline (as well as the outline for each individual chapter) is more or less the same. However, I've made six changes that both instructors and students should find useful.

NEW TO THE 12TH EDITION

1. **New Evidence-Based Human Resource Management Theme.** The competitive nature of business today means that all managers (including human resource managers) must defend their plans and contributions in measurable terms. Approaching problems scientifically is a learnable skill. I've rewritten Chapter 3, "The Manager's Role in Strategic Human Resource Management," to include material and a new appendix on using tools for evidence-based HR, and I've written new *Evidence-Based HR* features in most chapters to present examples of how managers manage based on facts and evidence.
2. **New Managing HR in Challenging Times Features.** The economic challenges the United States and world faced starting around 2008 prompted most employers to re-think the costs and benefits of how they delivered their human resource services. New *Managing HR in Challenging Times* features in most chapters illustrate the skills managers need to manage human resources in challenging times.
3. **New Chapter: "Managing Human Resources in Entrepreneurial Firms."** Like most people working today, most of the students reading this book either do or will work for small businesses. There are special issues involved with managing human resources in small entrepreneurial firms. I've therefore added a new, final Chapter 18, "Managing Human Resources in Entrepreneurial Firms." It contains special topics that you can use in managing human resources in smaller firms, including using Internet and government tools to support the HR effort.

4. **New Topics.** Although I wrote this book for all managers—not just for future human resource managers—the Society for Human Resource Management recently listed several new suggested competencies for human resource managers. Because it makes sense to do so, I've added discussions of several of these. They include, for example, a discussion of budgets in Chapter 3 (now titled "The Manager's Role in Strategic Human Resource Management") and of coaching and talent management in Chapter 10 (now titled "Coaching, Careers, and Talent Management").
5. **Updates and HR APPs 4 U Features.** You'll find hundreds of *new examples and research references and topics,* including, for example, onboarding and mobile learning. I also updated for this edition many of the book's *figures and tables.* You'll also find in most chapters a new feature, *HR APPS 4 U.* These brief features illustrate how managers use mobile devices to support their HR activities. I also wrote *all new end-of-chapter summaries for every chapter.* These now provide a concise summary and quick learning review of the material in each section of the chapter.
6. **Length and Editing.** Although this 12th edition has one more chapter and a more open design, its total length is actually less than the 11th edition. Two things account for that. One is a somewhat larger trim size. Mostly though, it reflects the heavy editing that I did for this edition. I deleted a great deal of redundant text, rewrote many topics to be more concise, and we worked hard to eliminate typographical errors. I'd appreciate your comments or suggestions; for textbook comments or suggestions it's easiest to reach me at gsdessler@gmail.com.

Everyone involved in creating this book is very proud of what we've achieved. *Human Resource Management* is the number one or one of the top-selling books in this market, and, as you read this, students around the world are using versions of it in many languages, including Thai, French, Spanish, Indonesian, Russian, and both traditional and simplified Chinese. This publication is designed to provide accurate and authoritative information with regard to the subject matter covered, but it is not intended to be a source of legal or other professional advice for any purpose.

KEY 12TH EDITION FEATURES

New Features

First, as noted previously, we've added all new material and/or features on

- evidence-based human resource management,
- managing HR in challenging times,
- entrepreneurship, and
- *HR APPs 4 U.*

Managing the New Workforce Feature

The United States workforce is increasingly diverse. I've revised the 11th edition's *New Workforce* features, and you'll now find *Managing the New Workforce* features in most chapters to illustrate the skills managers need to manage today's diverse employees.

We've also continued several features from the 11th edition, but integrated them into the text, rather than presenting them as boxed features. These include the following three features:

When You're on Your Own: HR for Line Managers and Entrepreneurs Aimed especially at line and small-business managers, *When You're on Your Own* shows managers how to, for instance, recruit and train new employees when their HR department is too busy to help, how to avoid committing management malpractice, how to develop a workable pay plan and testing program, and how to create a simple training program.

Improving Productivity Through HRIS HR managers increasingly rely on information technology to help support their companies' strategic aims. Integrated *Improving Productivity Through HRIS* sections throughout the chapters illustrate how managers use technology to improve the productivity of HR. For example, one Chapter 6 section explains how managers use applicant-tracking systems to compile Web-based resumes to test and prescreen applicants online and to discover candidates' hidden talents.

Know Your Employment Law Today, virtually every HR-related decision managers make has legal implications, a fact underscored by the Human Resource Certification Institute's emphasis, in its exams, on candidates for certification having a solid knowledge of employment law. Many of this edition's chapters therefore contain one or more integrated *Employment Law* sections.

Integrated Strategic HR

This textbook was the first to provide specific, actionable explanations and illustrations showing how to use devices such as the HR Scorecard process (explained fully in Chapter 3) to measure HR's effectiveness in achieving the company's strategic aims. In this edition, a continuing "Hotel Paris" case after the end of each chapter gives readers practice in applying strategic human resource management in action. We cover the core concepts of strategic HR in Chapter 3.

Video and Comprehensive Cases

To provide faculty members with a richer and more flexible textbook, we have video cases—one (or more) at the end of each of the book's five parts and five longer, comprehensive cases in an appendix at the end of the book. The *in-book video cases* provide a basis for in-class discussion of 9 videos available to adopters. I wrote the five *comprehensive cases* to provide students and faculty with an opportunity to discuss and apply the book's concepts and techniques by addressing more comprehensive and realistic case-based issues.

SUPPLEMENTS

Instructor's Manual This comprehensive supplement provides extensive instructional support. The instructor's manual includes a course planning guide and chapter guides for each chapter in the text. The chapter guides include a chapter outline, lecture notes, answers to discussion questions, definitions to key terms, and references to the figures, tables, cases, and Power Point slides in the text. The instructor's manual also includes a video guide.

Test Item File The test item file contains approximately 110 questions per chapter including multiple-choice, true/false, and short-answer/essay-type questions. Suggested answers, difficulty ratings, AACSB callouts, and page number references are included for all questions.

Videos on DVD* The DVD video features video clips that bring HR issues covered in *Human Resource Management,* 12th Edition, to the students' attention and draw them into the text materials. To give you more choices, I've added new videos to the DVD that are not listed or discussed in the textbook itself, so please be sure to check out the DVD.

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* 有关视频资料，请与培生教育出版集团（北京）办事处联络。

MyManagementLab* MyManagementLab (www.mymanagementlab.com) is an easy-to-use online tool that personalizes course content and provides robust assessment and reporting to measure student and class performance. All the resources you need for course success are in one place—flexible and easily adapted for your course experience. Some of the resources include an e-book version of all chapters, quizzes, video clips, and PowerPoint presentations that engage students while helping them to study independently.

* 有关 My Management Lab，请与培生教育出版集团（北京）办事处联络。

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